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ABSTRACT

The City/County/Regional Government Volunteer Programs Coordinator Program was inaugurated by ACTION as one of several projects to test whether the Federal government can play an expanded role in the volunteer movement. ACTION invited interested city, county, and regional governments to submit proposals for participation in a series of 1-year, nonrenewable grants for the purpose of expanding and/or improving their services to the poverty community through the hiring and support of a Volunteer Programs Coordinator. Thirty-nine such grants were awarded. In order to determine the impact of the C/C/R Program on local government and community, an evaluation was conducted with the following objectives: (1) To collect information relative to each of the 36 selected sites, (2) to prepare and submit site visit evaluation reports, and (3) to prepare five program models that have a potential for national replication. The study consisted of data collection and review by TEAM staff members doing personal interviews with C/C/R Program personnel, agency personnel, government and privated related services agencies, and other ACTION programs. Instruments were developed and used solely by the interviewers. The overall conclusion is that the program is a success, that grantees exceeded expectations outlined in the guidelines by extending and expanding the services being provided by public agencies and making contributions to the field of volunteerism by opening opportunities not realized before in local government. Complete findings and recommendations are included. Appendixes contain lists of sites evaluated and various record keeping system forms (samples of various volunteer application, job description, and other forms). (WL)

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COORDINATING
VOLUNTEERS SERVING
LOCAL GOVERNMENTS

An Evaluation of the
C/C/R Volunteer Coordination
Programs Funded by ACTION

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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PREFACE

The staff of TEAM Associates, Inc. would like to express their sincere thanks to the staffs of the City/County/Regional Government Volunteer Programs Coordinator Programs who participated in this survey. A special thanks is extended to Miss Barbara Black, Project Manager, ACTION C/C/R Program, Mr. Warren Dunn, Special Volunteer Programs Manager, and Mr. Walt Weigle, Contracting Officer, for their special efforts in assisting in the development of this report.

MERION E. SOLOMON
President

ERRATUM

Cost-benefit figures contained in narrative unfortunately were not updated prior to final production of this report.

The information contained in Figure 12 (and Figure A on Page 4) is accurate and based on later information.

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I. HIGHLIGHTS

I. HIGHLIGHTS

It is the opinion of the evaluation team that *the ACTION C/C/R Program is an unqualified success*. The grantees have exceeded the expectations outlined in the guidelines by extending and expanding the services being provided by public agencies. Significant contributions were made to the field of volunteerism by opening opportunities never before realized in local government.

A. C/C/R PROGRAM COORDINATOR

The success of the C/C/R programs is due, to a great extent, to the calibre of people who were selected to be the program coordinators. The majority of the coordinators were local people, dedicated to a central concept of volunteerism--people helping people. Many of the coordinators came to the project with experience in local government, community service or volunteer program experience. Their dedication and the ability to communicate with people insured the success of the project on the local level.

B. RELATIONSHIP OF COORDINATOR

The relationship of the coordinator to the unit of local government was important for several reasons; where the coordinator was placed gave status to the position and the program, agencies recognized the weight of administrative backing of a part of city government. When the position was VAC affiliated, it was of equal status, because the VAC served as the focal point for coordination of volunteer activities in that community. In fact, it became an arm of the local government.

C. PUBLICITY

Publicity was given to the C/C/R Program, in almost every city, at the inception of the program. This helped explain the program, give official backing and support and started recruitment. Subsequent publicity was more event oriented, i.e. Volunteer Fair, Story of a Volunteer, and pictures of a Clean-up Campaign. Wide spread interests in volunteerism, by the media, encouraged by the C/C/R Coordinator, kept C/C/R in the public eye.

D. CONTRIBUTION TO VOLUNTEERISM

A major contribution to volunteerism and the development of professionalism of volunteers is the use of job descriptions for volunteer positions.

A survey of agencies to determine their volunteer needs was conducted by many programs. As a part of the survey, many of the coordinators requested and in some cases required the agency to develop a job description for each volunteer position which listed the requirements, duties and responsibility of the volunteer and identified a staff person as the supervisor.

The expectation that volunteers are an addition to agency staff helping them provide services that could not be performed by already-over-burdened staff was proved true. They are part of a team. In many cities the volunteers sit in on and contribute to case conferences. Their lay opinion is treated with great respect because they bring to the discussion a warmth and concern about individuals. Volunteers are improving the quality of service while keeping the cost down.

Volunteers are becoming advocates of the city due to their involvement within the system. They are encouraged to participate and express their point of view. Many volunteers are willing to go through extensive training programs in order to fully understand their role and responsibility. Volunteers are working in local government solving citizen problems, acting as referral agents and seeing that those in need know what their rights are, where to go for services and how to get there.

E. ALLEVIATION OF POVERTY

Another measure of the effectiveness of the C/C/R Program is the alleviation of poverty.

Private and government agencies which have a mission to alleviate poverty through direct service are using volunteers in their programs. When volunteers work in these agencies, the assumption is made that they too, contribute to the alleviation of poverty.

F. COST BENEFIT

Cost benefit figures supplied by the C/C/R Programs provided the data displayed in Figure A.

It should be noted that these are not final figures as many grantees have not completed their first year of operation. The coordinators tended to be conservative in the figures reported in the quarterly reports.

FIGURE A: COST BENEFIT - PART-TIME VOLUNTEERS

Recruited	Placed	Hours	Monetary Value
14,205	6,095	353,927	740,318*

*Rated on a formula basis common to all C/C/R grantees

G. INSTITUTIONALIZATION

Of the 36 sites visited, 20 of the C/C/R programs will definitely continue through local efforts. When the programs that will probably continue are added, the totals equal 26 of the 38* originally funded programs continuing through local efforts.

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*C/C/R programs in Hawaii and the Virgin Islands were not visited by the evaluation team.

II. DESCRIPTION OF PROJECT

II. DESCRIPTION OF PROJECT

A. INTRODUCTION

Today the volunteer in America is doing an essential job--a job that our society knows could not be accomplished without them. The difference between what was being done by volunteers ten years ago and today in many fields is nothing short of revolutionary. The whole field of mental health has opened. Psychiatric case aides are often volunteers. Halfway Houses, where returnees from mental institutions are community based for a short period, are manned by supervised volunteers. This means additional responsibility and challenges both for the volunteer and the professional. Such a job cannot be done without expert training of volunteers and competent supervision. Volunteer service is at its highest when backed by a competent staff.

We hear over and over again the cry of shortages in the field of social workers, teachers, and nurses. The heavy case loads and overcrowded classrooms are prime examples. Volunteers can help with paperwork, take children on field trips, plan recreational activities, assist in tutoring and generally free the teacher for direct services.

Professionals everywhere have become more aware of the need for volunteers. Volunteer service has become an integral part of our established social pattern. To many it is a way of life. The volunteer provides supplemental services to staff in extending and enriching agency programs. The Volunteer contributes to shaping the basic social welfare policies; helping in public relations as far as the local community is concerned. There is indeed a trend toward increased participation on the part of volunteers in total community planning in order to meet the present day problems on a broad basis. This coupled with the increased cost of personnel makes the systematic use of volunteers a necessity for city or county governments. Many federal programs require citizen participation in supplementing federally funded programs through service on Boards or Advisory Councils. Another factor is the need for matching local funds; volunteer service can be used as the local share of a federal grant providing the services are necessary to the operation of the program. This has brought about an increase in direct person-to-person volunteer programs where previously only professional training had been considered adequate. Volunteers are using this direct relationship in a creative way that would not have been possible sometime ago. Because of this, volunteerism takes on a new role--one that is highly significant and that carries with it a lasting degree of stature and community acceptance. A well conceived volunteer program serves a real need and the successes of such programs are breaking down barriers and dissipating skepticism of local officials and agencies.

B. ACTION

ACTION was created by President Nixon as an advocate of voluntary service. This citizens service corps combines the Peace Corps, VISTA, the Retired Senior Volunteer Program, Foster Grandparents, the Service Corps of Retired Executives, the Active Corps of Executives, and University Year for ACTION. Underlying its creation was the expectation that ACTION would seek a role which permits the federal government to encourage the voluntary movement in this nation without dominating it; which supports it without making it dependent and which guides it without directing it.

To these ends, ACTION has inaugurated several developmental projects intended to test whether the federal government can play an expanded role in the voluntary movement. The City/County/Regional Government Volunteer Programs Coordinator Program is one such effort.

Volunteers who participate in the C/C/R Program are not reimbursed for expenses and they do not receive a stipend or any other monetary compensation for their time and efforts.

C. THE C/C/R PROGRAM

1. Purpose

ACTION invited interested City/County/Regional Governments to submit proposals for participation in a series of one-year, non-renewable grants for the purpose of expanding and/or improving their services to the poverty community through the hiring and support of a Volunteer Programs Coordinator to:

- Coordinate all existing volunteer anti-poverty programs within the unit of local government, including those which were directly sponsored by the unit of local government as well as those which are sponsored by private organizations for the benefit of the unit of local government.
- Develop and implement significant volunteer programs designed to alleviate poverty, in cooperation with all activities of the unit of local government.
- Identify public or private organizations capable of financially supporting full-time, highly qualified volunteer specialists, especially within the areas of education, the environment, and the administration of justice.
- Recruit volunteers for either existing volunteer programs or those newly developed, relying primarily upon the local citizenry for manpower, but also

calling upon existing sources of volunteer manpower, such as the local Voluntary Action Center or the local Red Cross chapter.

- Advocate the use of volunteers, not only to fill traditional roles, but in innovative ways as well, through the development of a comprehensive public information program including a substantial number of social service agencies within the community.
- Evaluate the potential or real effectiveness of these efforts on behalf of volunteerism for the purpose of determining whether continued effort beyond the term of the grant would be justified.

2. The Grants

   a. Seven grants of $50,000 each were given to C/C/R governments of 1 million population or more. Population was based on C/C/R Government boundaries as determined by the 1971 census.

   b. Ten grants of $25,000 each went to C/C/R governments of 250,000 population or more, but with less than one million.

   c. Twenty-two grants of $10,000 each were given to C/C/R governments of less than 250,000 population.

3. Use of Grants

Grant monies were used exclusively for:

- Professional program management, but not for supervisory staff for volunteers. Voluntary effort on behalf of the local government were supervised by regular employees of the government.
- Job-related travel expenses for the Volunteer Program Coordinator.
- Clerical staff and support
- Office supplies and equipment. Equipment and supplies as well as office space, were supplied by the local government or by a private source within the community.

A list of the cities and counties funded during the first grant cycle of the C/C/R Program are included as Appendix A.

D. NEED FOR EVALUATION

In order to determine the impact of the C/C/R Program on the local government and community, it was deemed necessary to conduct an evaluation that would determine the effectiveness of the program, judged on the following criteria:

- The increase in the numbers and quality of volunteers serving the local government and/or the potential value of voluntary service to the local government based on developmental work done during the life of the grant, based on a cost-effective formula. (Coordination, Development, Recruitment, Evaluation)*

- Real or promised material, manpower and, if appropriate, financial support of the program from local units of government. (No prior commitment for local funding of the program after the life of the grant was requested or expected. However, it was the hope of ACTION that local governments would continue to support the office of Volunteer Programs Coordinator after the life of the grant should the demonstration project prove successful.) (Identification, Advocacy)*
- Acceptance of the program by the citizens of the community directly and indirectly affected by volunteer activities. (Advocacy, Recruitment)*
- Changes effected or anticipated within the community by the volunteer activities.(Evaluation)*

Evaluation is an essential tool in the planning and management process. Decisions must be made concerning the continuation, expansion, modifications or any other form of change which would be most beneficial to ACTION, the C/C/R Program and the local governments involved in the program.

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*Refer to program purpose, Page 9.

To be effective, the evaluation must be conducted in such a way that it is consistent with the purposes, objectives and goals of the C/C/R Program.

The evaluation process includes four steps:

- Objective and coordinated evaluation of every aspect of the operation, for conformance to the guidelines.
- Deliberate collection of the observations, ideas and thinking of all personnel associated with the project.
- Critical analysis of findings and ideas to determine if the best possible options were utilized.
- Review of the development and implementation of any needed changes as well as identification of the resources needed to carry out these changes.

It is anticipated that ACTION will use the report submitted as a result of this evaluation study in determining the future activities and status of the C/C/R Program which was developed and implemented as a two-year demonstration program.

E. PURPOSE AND OBJECTIVES

The purpose and objectives of this study were to:

- Collect information relative to each of the 36 selected sites, which included:
  - Did the program conform to the guidelines.
    - .. Were the purposes and program originally described adhered to.
    - .. Did the Volunteer Program Coordinator affect change by opening new roles for volunteers.
  - Were special and quarterly reports prepared and submitted emphasizing the number of volunteers, man hours contributed and the equivalent monetary value.
  - Was there coordination with other ACTION Programs at local, state and regional levels, and if so--how.
  - Was there coordination with the National Center for Voluntary Action program (local VACs).
  - Was there coordination with local United Funds or other umbrella agencies and to what degree.
- Prepare and submit site visit evaluation reports within ten days after each visit.
- Prepare and deliver five program models that have a potential for national replication.

F. THE EVALUATION TEAM

TEAM Associates, Inc. is a small minority business enterprise organized by two people who have worked in volunteer, social and training programs for a combined total of thirty years. Their knowledge and capabilities developed through experience with industry, government, communities, and voluntary agencies, provides a broad flexible base for the operation and evaluation of any program.

A proposal to perform an evaluation of the C/C/F Program was submitted to ACTION by TEAM Associates, Inc. The proposal was reviewed and approved. Subsequently, a contract for the performance of the evaluation was released to TEAM Associates, Inc.

III. DATA COLLECTION AND METHODOLOGY

III. DATA COLLECTION AND METHODOLOGY

A. DATA COLLECTION

The data collection of this study took place during April and May 1974, and covered programs funded during Fiscal 1974. The study consisted of data collection and review by TEAM staff members during personal interviews with C/C/R Program Personnel, Agency Personnel, Government and Private related service agencies, other ACTION programs, and telephone interviews, when deemed necessary.

B. C/C/R PROGRAMS EVALUATED

- Philadelphia, Pa.
- Union Co., N.J.
- Plainfield, N.J.
- New York City, N.Y.
- Nassau Co., N.Y.
- Norwich, Conn.
- Stamford, Conn.
- Somerville, Mass.
- Boston, Mass.
- Newton, Mass.
- Albany, N.Y.
- Monroe Co., N.Y.
- Knoxville, Tenn.

- Greenville, S.C.
- Gordon Co., Ga.
- Brevard Co., Fla.
- Gainsville, Fla.
- Jacksonville, Fla.
- Detroit, Mich.
- Toledo, Ohio
- Dayton, Ohio
- Champaign, Ill.
- State of Arkansas
- Sebastian Co., Arkansas
- McAlester, Okla.
- Texarkana, Ark.
- Shreveport, La.
- Denver, Colo.
- South East Idaho Council of Governments
- Billings, Mont.
- Great Falls, Mont.
- Tacoma, Washington
- Yakima, Washington
- Multanamah Co. Ore.
- Baldwin Park, Ca.
- San Diego, Ca.

C/C/R programs in Hawaii and the Virgin Islands were not visited.

C. METHODOLOGY

1. Instrumentation

Instruments were developed and used solely by the interviewers. They were filled out by the interviewer and not those interviewed. No copies were left with those contacted. The instrument was stressed as a guide for the interviewer to follow; it allowed free discussion of program operation.

The instrument was cleared with the ACTION Project Manager prior to its use in the field.

Areas covered in the data collection instrument were:

- Program Description
  - . comparison with grant request
  - . comparison with reports
- Program Features
  - . relationship of coordinator with local government
  - . resources committed
- Numbers of Volunteers Recruited
- Numbers of Volunteers Placed
- Types of Projects Served
  - . new programs
  - . different roles for volunteers
- Cost Benefit

- Contacts Made
  - . other ACTION programs
  - . VACs
  - . local voluntary organizations
  - . local service organizations
  - . agencies using volunteers

2. Field Test of Instrument

In order to assure the validity of the instruments used for gathering the necessary data, two sites were visited on a field-test basis. Changes in the instrument were incorporated into the document prior to the full field survey. Data collected during the field test was incorporated with data collected from the later site visits and became an integral part of this report.

3. Staff Orientation

Part of the start-up time required after contract award was used for staff orientation. All field interviewers were trained at the same time by the Project Director with the cooperation and assistance of ACTION staff. This training covered:

- overview of ACTION
- overview of this program
- review of quarterly reports and special reports

- review of guidelines
- purposes and objectives of visit
- interview techniques
- suggested local personnel to contact in addition to project staff
- review of instrument
  - governmental offices and departments
- Public relations/Publicity
  - use of media
  - advocacy of volunteers
- forms used

The instruments were designed to be easy to analyze and compare with existing reports.

4. Site Visits

a. Document Review

Grantees were required by ACTION to submit quarterly activity reports which were the base line for site visits. A preliminary review of the quarterly reports showed wide diversity as to the type of report, length and detail. Each interviewer reviewed the reports for his field assignments prior to deployment to the field, these reports were reviewed at the ACTION office and at TEAM headquarters. In addition, the TEAM Project Director made an analysis of all the reports. This information was used in making preliminary evaluations of performance, conformance and coordination. It was carefully compared with the field interviewers report. Any discrepancies have been highlighted in the evaluation report.

b. Interviews

1) A number of interviews were conducted on each site. This was done with the interview schedules developed by the evaluators, with arrangements made by the coordinator. First, C/C/R personnel were interviewed. Second, local government and agency officials who had been involved with the program were interviewed. Third, volunteers participating in the program and recipients of those services were identified and interviewed. Fourth, State and Regional officials who were involved in the programs were interviewed.

2) Telephone Interviews

In a few cases, where personal interviews could not be scheduled, these interviews were conducted by telephone using the same interview schedule developed and used in the personal interview.

c. Comparison to Grant Application and Quarterly Reports

The data collected by the researcher during the site visit interviews was carefully compared with data contained in the grant application and the quarterly reports.

d. Data Analysis

After the data collection instruments were returned, the answers to the questionnaires were tabulated and entered on tables constructed for the purpose of displaying the data in an orderly and understandable way.

The results of the data analysis are included in the following section of the evaluation report - The Findings -

IV. FINDINGS

IV. FINDINGS

The findings reported here are based on the data collected during the site visits by the evaluation team. An analysis of the data and a review of the project documents prove that the C/C/R program has been successful in mobilizing and placing volunteers in the local government.

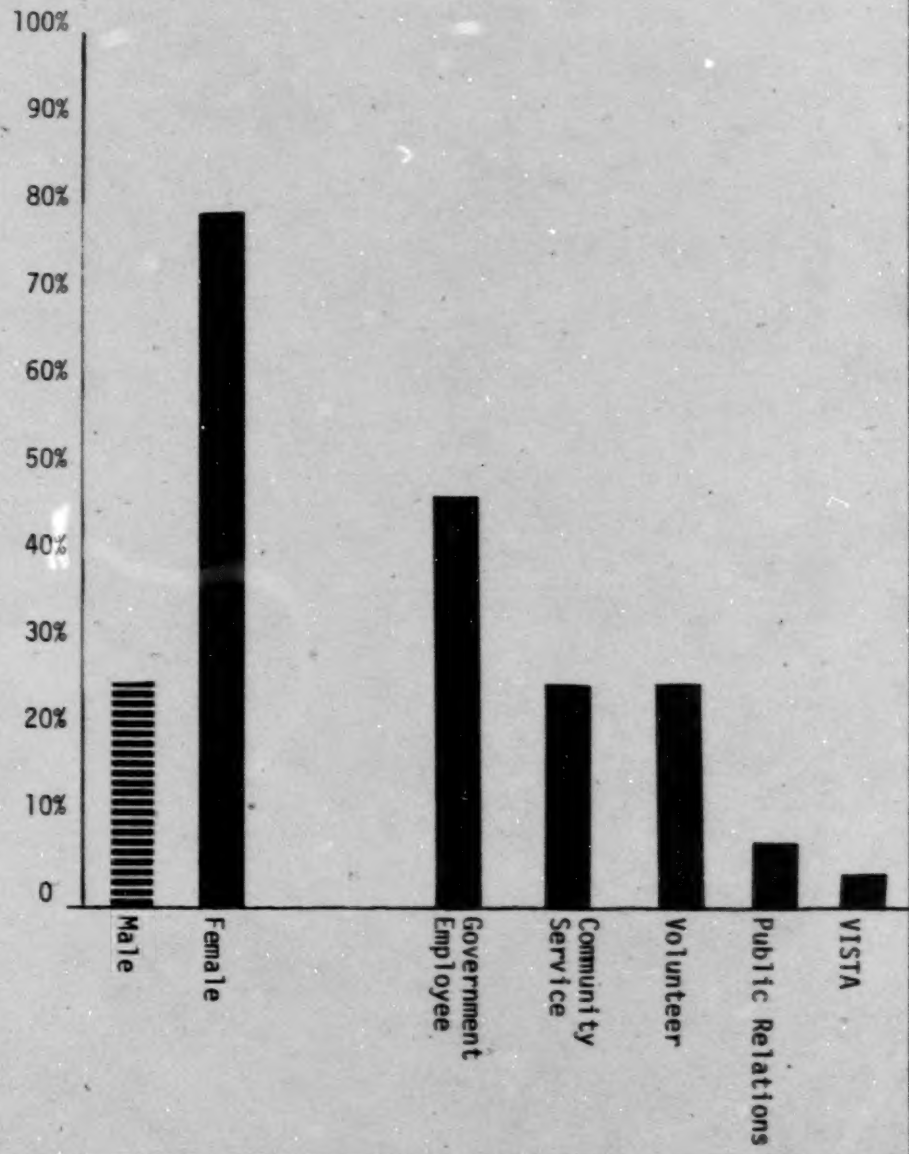
A. C/C/R PROGRAM COORDINATOR

> *Albany*
>
> *The coordinator is from an Albany family that dates back to 1830; therefore, he is well known and has many inroads into the city government structure.*

The success of the C/C/R programs is due, to a great extent, to the calibre of people who were selected to be the program coordinators. The majority of the coordinators came to the project with experience in local government, community service or volunteer program experience. Their dedication and the ability to communicate with people insured the success of the project on the local level.

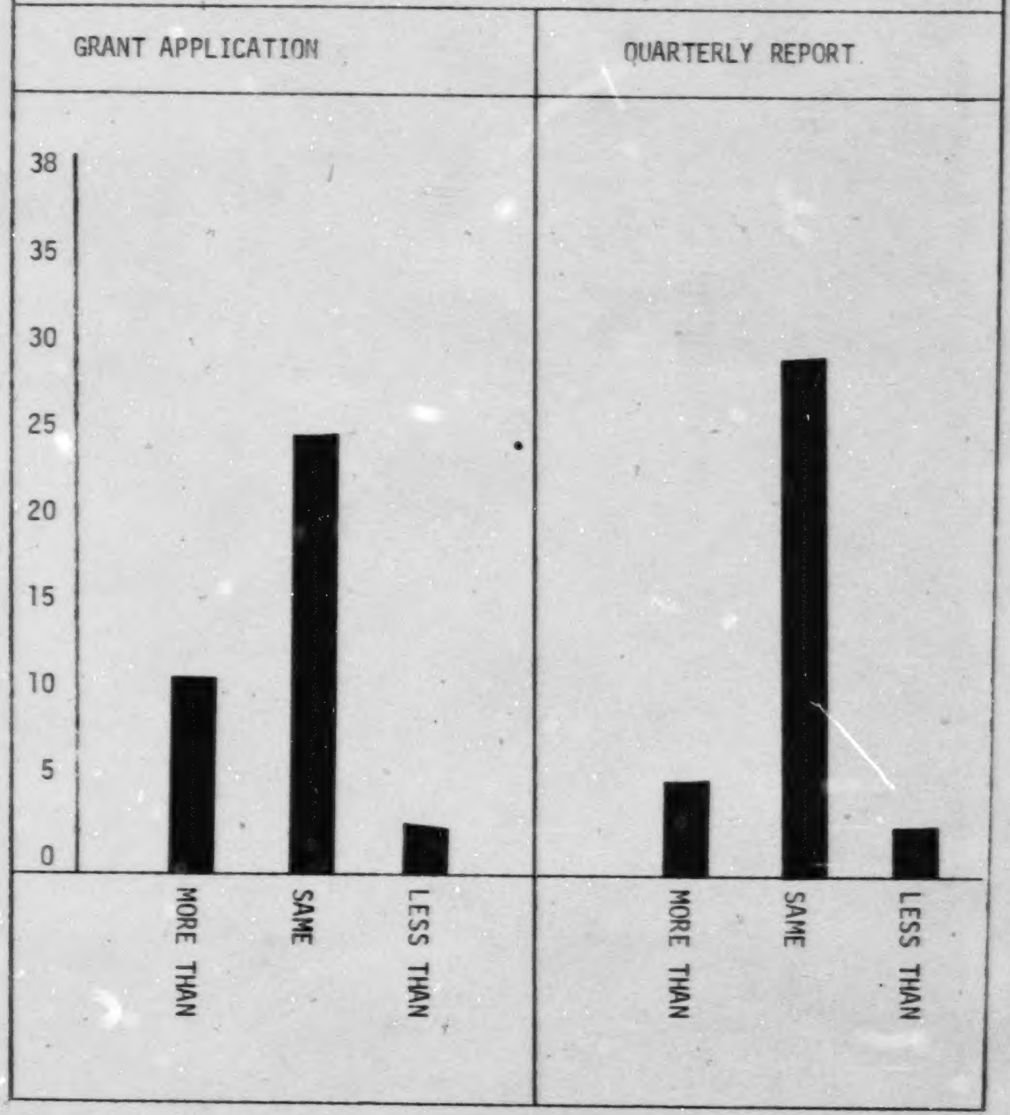
The C/C/R Program attracted an above average person as coordinator, frequently one who worked for less money in this position than had he worked elsewhere. Some coordinators were paid for part-time but their determination to make this program succeed knew no limits as to hours or efforts. Figure 1 displays the sex and background of the C/C/R Coordinators.

FIGURE 1: SEX AND BACKGROUND OF C/C/R COORDINATORS



B. COMPARISON TO GRANT APPLICATION AND QUARTERLY REPORTS

FIGURE 2: COMPARISON TO GRANT APPLICATION & QUARTERLY REPORTS



When the grant application was compared with actual program operations on site, twenty-four of the programs were found to be in compliance with the grant application. Ten programs are exceeding the program described in the grant application. Only two of the thirty-six sites evaluated were operating programs below the standards described in the grant application. See Figure 2 for a graphic display of this data.

A review of the quarterly reports submitted to ACTION and compared with program performance revealed that twenty-nine of the programs are submitting accurate reports. Five of the programs are not reporting the complete story of their activities. They are doing much more than they have been reporting. Again, only two programs have submitted reports that are questionable. The question of accuracy is related to the cost-benefit data concerning the volunteer time contributed and the monetary value of the service. This problem has been reviewed and solved.

C. RELATIONSHIP OF COORDINATOR TO LOCAL GOVERNMENT

> *Tacoma*
>
> *A noteworthy fact is the coordinators relationship with the city government. The City Manager has allowed the coordinator to sit in on weekly "agenda meetings" where all dept. heads meet with the City Manager for inter-department sharing.*

FIGURE 3: PLACEMENT OF C C R COORDINATORS

DEPARTMENT PLACEMENT	LIAISON	OUTSIDE GOVERNMENT	
		VAC	NO VAC
. Department of Human Resources (8)	. United Way	Director (5)	Private non-profit corp.
. Office of the Mayor or Chief Executive (5)		Adjunct Staff (3)	Community Service Council
. Community Relations Department (1)		Assistant Director (3)	State of Arkansas
. COG (1)			
. City Manager (1)			
. Personnel Dept. (1)			
. County Volunteer Coordinator (1)			
. Office of Planning and Development (1)			
. Board of Commissioner's Office (1)			
. Director of Libraries (1)			

The relationship of the coordinator was important for several reasons; where the coordinator was placed gave status to the position and the program, agencies recognized the weight of administrative backing of a part of city government. When the position was VAC affiliated, it was of equal status, because the VAC served as the focal point for coordination of volunteer activities in the community. In fact, it became an arm of the local government. Figure 3 shows the placement of the coordinators.

The coordinators in 21 of the 36 sites visited were in staff positions within the local government structure; one worked through an identified liaison within the structure; 11 were assigned to the local VAC and 3 were independent of the local government structure and the VAC.

The 21 coordinators who worked in or through the VACs were assigned to the VAC as the director, co-director or assistant staff person.

Three of the coordinators were not a part of the local government structure or the local VAC. They were independent of these two bodies, but worked closely with them in the coordination of volunteers.

The placement of the coordinator, as well as the design of the program, depended to a great extent on the needs and resources of the local community. Therefore what gave status in one city could have been a negative factor in another city. Local differences became the prime determining factor and will continue to be key in future grants. Final program determination was left to the local community.

D. LOCAL RESOURCES

> *Knoxville*
>
> *In the words of the Mayors Executive Assistant, "the Mayor says that whatever she (the coordinator) needs, she gets."*

The grant application guidelines for the C/C/R program stipulated that office space, equipment and supplies should be provided by the unit of local government. Additional resources have been provided by local governments and private agencies, further evidence of intensive interest in C/C/R. The following list of resources should not be considered complete--in some cases resources were not reported because the coordinator may have forgotten to mention them during the site visit. In addition to space, equipment and supplies, Figure 4 shows the local resources that were committed to the C/C/R programs.

The wide variety of local resources committed to the program speaks to the many unique programs and applications of volunteer service in the local communities.

FIGURE 4 : LOCAL RESOURCES COMMITTED TO THE PROGRAM

● Telephone Service	(19)
● Office Furniture	(24)
● Reproduction	(13)
● Staff Support .. Bookkeeper Time .. Accountant Time .. Administrative Assistance .. Supervision Time .. Maintenance Personnel .. Trainer	(12)
● Cash Contributions .. $32,968	
● Clerical Support	(8)
● Postage	(7)
● Use of a Government Car	(4)
● Printing	(3)
● Transportation For Volunteers .. Bus Passes .. Discount on Bus Fare	(3)
● Transportation .. Mileage for Staff	(2)
● In-kind Contributions	(2)
● Renovation of Office Space	(2)
● Insurance for Participants	(1)
● Raw materials and construction of booths for volunteer fair and mobile carousel unit	(1)
● Waiver of city building permits for rehabilitation of homes	
● Additional office space at local high schools for interviews and recruitment	
● Use of county equipment (trucks)	
● Use of military equipment and personnel	

E. RECRUITMENT AND PUBLICITY

> *Denver*
> *The "21 days of ACTION" in January 1974, a large scale public relations effort, generated 1,200 calls.*

Publicity was given to the C/C/R Program, in almost every city, at the inception of the program. This helped explain the program, give official backing and support and started recruitment, although the identification of C/C/R as an ACTION program is not always given. Subsequent publicity was more event oriented, i.e. Volunteer Fair, Story of a Volunteer, and Pictures of a Clean-up Campaign. Wide spread interests in volunteerism, by the media, encouraged by the C/C/R Coordinator, kept C/C/R in the public eye.

The coordinators used a variety of recruitment and publicity techniques--ranging from traditional feature articles in newspapers to mobile units that can be taken into the shopping centers or rural areas for publicity and recruitment.

The program coordinators reported using the following recruitment and publicity techniques:

• Traditional media*	(26)
• Scheduled speaking engagements	(11)

---

*Traditional media - newspaper articles and stories

    - .. Churches
    - .. Civic groups
    - .. Armed Forces reserve meetings
    - .. Students (8)
        - Junior and Senior High
        - Colleges
- Personal Contact - one-on-one (5)
    - .. Word-of-mouth
    - .. Informal recruitment

Several programs utilized the following activities:

- Volunteer fairs
- Volunteer recognition activities
    - .. National Volunteer Work
- T.V. Shows
    - .. Regularly scheduled programs
    - .. Guest on Breakfast Show
- Brochures
- Volunteer Column
    - .. Regular column in newspaper
- Use of military personnel
- Mobile unit
- Radio show (30 minutes)
- Classified ads

- Newsletters
- "Welcome Wagon"
- Bumper Stickers
- Posters
- Cards in utility bills
- "Cold Calls"
- Cable T.V.
- Community bulletin board
- Seminar/workshop
- Referrals from NVAC
- Recruit to fill specific needs
- Telethon

Philadelphia

Mayor Rizzo presented the awards at the Volunteer Recognition Banquet during National Volunteer Week and did spot television announcements to promote the program.

It should be noted that the items listed above are not all-inclusive, some coordinators did not report all of the publicity and recruitment activities and techniques they used during the grant period. Publicity and recruitment were such an integral part of the program that it became a "doing" rather than a "thinking" process.

F. REFERRAL AND RECORD KEEPING SYSTEM

Once the C/C/R program was established, the record keeping system became one of the more important activities of the program. Records are important, not only for documenting the number of volunteers placed, but more importantly to ensure the best placement for the volunteer and the agency utilizing volunteers. A simple, but complete system provides the data needed for efficient operation of the program without requiring additional time and effort to maintain it. One of the first steps is to identify the volunteer opportunities within the government and the community.

1. Volunteer Opportunities

Initial surveys of agencies regarding the need for volunteers and/or their ability to accept volunteer placements were conducted. As a result of the survey, volunteer opportunities, by no means all inclusive, were identified by the coordinators as illustrated in Figure 5.

FIGURE 5: VOLUNTEER OPPORTUNITIES

- By Agency
  - Welfare or Human Resources Department
  - Parks and Recreation
  - Children's Shelter
  - Nursing Homes
  - Penal Institutions
  - Youth Services Bureau
  - Mental Institutions
  - Public Works
  - Housing and Redevelopment
  - Health
- By Task
  - Tutoring
  - Friendly visiting
  - Art, Music, Arts and Crafts Instruction
  - Clerical
  - Ward aides
  - Physical therapy and occupational therapy aides
  - Drivers
  - Counseling
  - Nutrition Aides
  - House renovation
  - Clean-up
  - Homemaking, home care aides
  - Reading
  - Telephone; Crisis Center, Telethon and Reassurance
- By Requirements
  - Age
  - Skills
  - Education
  - Experience
  - Attitude

A major contribution to volunteerism and the development of professionalism of volunteers is the use of job descriptions for volunteer positions.

As a part of the survey of agency needs, many of the coordinators requested and in some cases required the agency to develop a job description for each volunteer position listing the requirements, duties and responsibility of the volunteer and identifying a staff person as the supervisor.

In many cases, this data was extracted and recorded on 4" x 6" or 5" x 8" index cards for matching with volunteer abilities and requests.

Samples of these forms are included in Appendix B.

2. Volunteer Application Forms

Volunteer application forms were developed or adapted for use by the C/C/R program. These forms were usually on letter size paper, in some cases they were on large index cards. The forms were designed for quick review and easy cross reference with the agency requests.

Some programs focused on youth - high school or college students - and used a specially developed application form. However, most programs served a broad range of age and experience and used a general application form for all volunteers.

Examples of the application forms are included in Appendix B.

3. Matching

Matching of volunteers and service opportunities took place in two distinct ways: 1) by agency requests and 2) by volunteer requests.

As previously stated, agencies were contacted and submitted written requests to the C/C/R Coordinators. These requests were updated by telephone calls to the C/C/R office.

When a potential volunteer was interviewed, these service opportunities were discussed, if the volunteer was qualified and was interested in a position, an appointment was made with the agency and a referral card was prepared.

The volunteer would then be interviewed by the agency and placed in a volunteer position.

However, in some cases there was not a service opportunity available that fit the needs of a specific volunteer. When this happened, the C/C/R Coordinator attempted to place the volunteer through personal contact with agencies that might be able to utilize the unique specialized services of the volunteer.

This kind of personal effort on the part of C/C/R Coordinators is typical of the efforts they extended in all areas of the programs operations.

4. Attitude Surveys

Several programs used attitude surveys as pre-tests for volunteers; in some cases, attitude surveys are being used as a post-test to compare changes in attitudes of volunteers.

5. Referral to Agencies

Most C/C/R programs have established a "tracking" system for follow-up on the referral and placement of volunteers.

Appendix B contains samples of referral slips and cards used by some of the C/C/R Coordinators.

The referral slip usually provided space for the agency personnel to indicate the results of the interview and the action taken relative to the placement of the volunteer. This provided the C/C/R program staff with data as soon as the card was returned to the office, usually by mail.

6. Follow-up Forms

A variety of forms were developed and used to establish a follow-up mechanism within the referral and placement system. These forms and their function can be divided into the following groups:

a) Forms Completed by the Volunteer

These forms were used to record the volunteer's evaluation of his placement and the activities in which he had been involved. In some cases, it included an evaluation of the agency and identified problems encountered by the volunteer, which were subsequently dealt with.

b) Forms Completed by the Agency

Agency forms, generally, were used to record the evaluation of the volunteer and the service provided to the agency.

c) Record of Site-Visit

In some C/C/R programs, regularly scheduled site-visits were made by the staff. This was done to give the personnel first-hand data about the placements, agencies and activities of the volunteers.

d) Time Sheets

Time sheets for volunteers were used in many places and are being instituted in others. The nature of the C/C/R program mandates the use of some method or system to record the man-hours of volunteer service.

Samples of all of the Follow-up Forms are also included in Appendix B for reference and information.

7. The Filing System

The C/C/R program coordinators were ingenious in developing filing systems for the storage and retrieval of data. Many of the systems relied on color-coding to facilitate quick identification and retrieval. For example, the cards for volunteers who had been placed were identified with a colored tab; the color of the tab indicating the category of service or skill being provided. A green tab on a card might indicate service in a children's psychiatric hospital.

Agencies placing volunteers were also color-coded. Folders for all agencies responding to the survey had regular white file labels; the labels for agencies using volunteers were red and very easily identified.

In most cases, the time sheets for all volunteers placed within an agency were filed in the agency folder. The total number of hours per month were entered on the volunteer's card.

Each program developed a system that met the needs of that site.

G. TRAINING COMPONENT

> *Yakima*
>
> *Training is a top priority in the C/C/R program, the coordinator feels that volunteer coordinators should learn, share and grow together and especially must discover ways of creating more sophisticated volunteer opportunities.*

FIGURE 6: UNITS PROVIDING TRAINING

• Agencies responsible	25
• C/C/R provides training	9
• Volunteer groups	2
• None	3
• Seminar for volunteer supervisors	2
• Agency personnel in use of volunteers	2
• Trainer provided by private agency	2

Figure 6 shows the frequency distribution of the kinds of training and workshops sponsored within the C/C/R program framework. The totals do not equal 100% because of multiple responses by some programs.

Nine of the C/C/R programs provide training, usually an orientation for volunteers concerning volunteerism; their role and responsibilities. However, in most cases (25), the agencies placing the volunteers were responsible for training and provide specific training programs related to the needs of the volunteer and the requirements of the position in which he was placed.

In two cases, the volunteer groups -- i.e., the Red Cross and the Junior League, provided training for their members who were placed through the C/C/R program. Private agencies provided trainers in two other instances.

Four programs provide training in the effective utilization of volunteers for agency personnel and supervisors of volunteers. This is an important area of training and should be expanded and included in all programs. When agency personnel can accept and utilize volunteers effectively, the benefits will accrue to the community and the agency in the form of extended services and an enriched community life.

Only three programs reported no training programs being provided, this was usually due to the stage of development of the local program.

H. ATTITUDE TOWARD VOLUNTEERISM

1. Change in Attitude Toward Volunteers

One way of measuring the success of the C/C/R program is to discover if the program has created any attitude change. Since there were no attempts made to single out and assess attitudes in advance, we relied upon the reactions of those people involved with the program.

There has been a growing recognition of the worth of volunteers within the government at all levels; Federal, state, county, city and community. As early as 1958 it was stated:

> "Only through a true partnership with the people can public welfare meet criticism, dislodge misinformation and fallacious assumptions, help people to understand the needs of their neighbors and the effects of these needs on the total community. Public welfare must point the way for the public toward mutually acceptable and attainable goals and work cooperatively with citizens in charting new directions." 1/

This was an early attempt to involve volunteers in one facet of city government. Today the Welfare Departments, or

---

1/Taken from "Strengthening Public Welfare Services Through The Use Of Volunteers."

their successor, Departments of Human Resources have led the way in the use of volunteers.

The Federal Government by amendments to the Social Security Act directed that volunteers be used to expand social services providing matching grants to develop a program of volunteer service.

"Volunteer services may be furnished by professional and technical personnel consultants, and other skilled and unskilled labor. Each hour of volunteered service may be counted as part of the matching share if the service is an integral and necessary part of an approved program. Rates for volunteers should be consistent with those regular rates paid for similar work in other activities of the State or local government...(or) with those paid for similar work in the labor market."[2]

Peace Corps and VISTA moved volunteerism ahead much further but it took the impetus of C/C/R to force state, city and county officials to look at what they were doing and where they wanted to go in developing a system to feed volunteers into the public sector. The proposals on which the C/C/R grants were funded covered previous use and involvement with volunteers to new concepts and creative use of volunteers. All required a genuine conviction on the part of the grantee that volunteers can strengthen governmental agencies, extend services and provide services that cannot come from current budgets. The cooperation and motivation supplied by top level management was a key factor in utilizing volunteers.

---

[2] OMB Circular No. A-102, October 19, 1971.

One measurement of the effectiveness of the C/C/R program is a change in attitude, primarily of local officials, toward volunteerism. In Figure 7 we see a frequency distribution of attitudes toward volunteers.

It should be noted that the highest frequency, 11 (32%) is a definite change for the better. If the next three classifications are added to the first ranked one--all of which are extremely positive--we have 30 or 85%.

This second grouping does not necessarily mean a change in attitude but a question of degree from good to better.

FIGURE 7: FREQUENCY DISTRIBUTION OF RESPONSE REGARDING ATTITUDE

Definite change for better; more creative use of volunteers	(11)
No change--already good	(9)
Cooperative; aware of importance, want more volunteers	(5)
Volunteers help agency meet need	(5)
Agencies not using volunteers, don't want them; agencies using volunteers want more	(4)
High level management approves; lower level supervisors are suspicious	(3)
Success of volunteers is causing new opportunities to be opened, expansion of numbers	(3)
Too early to tell	(2)
Respect, trust, praise volunteers	(2)
Reluctant to accept youth volunteers	(1)
Cooperative but want specific benefits for volunteers	(1)

In no instance was there a negative change from personnel who previously accepted volunteerism to non-acceptance.

Perhaps most significant are some of the comments:

"Volunteers provide service without a dramatic increase in taxes."

"Volunteers continue or extend services."

"Volunteers provide services money can't buy."

"Volunteers are important."

"Few public service agencies work could be done without volunteers."

"People have come to respect and trust volunteers."

"Volunteers themselves have overcome suspicion and have established credibility."

"The Department of Aging couldn't function without volunteers."

"Community thrives on Volunteer Programs."

2. Contribution to Volunteerism

The acceptance of the volunteer at a professional level is one of the most significant contributions that C/C/R has provided to the field of volunteerism. This professionalism has opened up a wide variety of new opportunities:

- Researchers in City Halls and for County Commissioners
- Archeological Aides

- Medical Specialist working as volunteers
- Legal Aides on housing claims; codification of statutes
- Tax rebate/accounting services
- Biomedical-engineering consultants
- City Councilman/outreach office manager
- Cartographers
- Historians

Not only are the volunteer opportunities at a professional level, but the calibre of the volunteers is also extremely high:

- Medical Doctors
- Registered Nurses
- Military Personnel
- College Students
- Engineers
- City Officials

This allows for volunteers to be used in capacities in which they were never used before. At the same time the "neighbor helping neighbor," junior and senior high school students, housewives, retired people and just plain people, even the very poor, from every walk of life are also serving their community. The use of time sheets and job descriptions also give status to volunteers.

One of the values of volunteerism is that the volunteers provide a variety of services.

Volunteers are an addition to agency staff helping them provide services that could not be performed by already over-burdened staff. They are part of a team. In many cities the volunteers sit in on and contribute to case conferences. Their lay opinion is treated with great respect because they bring to the discussion a warmth and concern about individuals. Volunteers are keeping the per-bed cost down while bringing the quality of service up.

Volunteers are becoming advocates of the city due to their involvement within the system. They are encouraged to participate and express their point of view. Many volunteers are willing to go through extensive training programs in order to fully understand their role and responsibility. Volunteers are working in local government solving citizen problems, acting as referral agents and seeing that those in need know what their rights are, where to go for services and how to get there. These positions were formerly handled by staff members in addition to their regular assignments. Staff personnel can now concentrate on providing direct services and the volunteers handle routine complaints, problems and referral.

The involvement of large numbers of students is another contribution to volunteerism. Students, at all levels, some for credit, others not, are learning about government, people and services. To some, this is a way of Career Development, for others it is one opportunity to live a subject in "the real world." As we turn more and more toward service-learning and less to textbooks alone, C/C/R will have led the way to creative placement of students in local government.

Volunteerism, where it previously existed in a government setting was frequently hit and miss. If a volunteer was lucky, persistent and knew enough people he might be able to find an opportunity to serve in local government. C/C/R has provided a focal point, a clearinghouse, a job bank or resource registry. Agencies go to one place for volunteers, volunteers can go to one place for opportunities. The requirements of one are meshed with the skills of the other.

The contributions are therefore significant and a review is in order:

- Professionalism of volunteers
- High skill volunteer opportunities
- All people being able to serve

- Extension of service
- Advocacy of government
- Creative use of students
- Clearinghouse

Perhaps it is best summed up by one C/C/R Program. They felt the contribution to volunteerism is "To give leadership to create a state-wide trend toward citizen involvement."

A further recognition of volunteerism is a decision reached by the Internal Revenue Service.

Landmark IRS Decision

"The volunteer wins - babysitting expenses allowed as a tax deduction if incurred while volunteering. Mrs. B., a D.C. housewife and volunteer, has received a personal ruling from the Chief of the Internal Revenue Service Individual Income Tax Branch that the $1.25 she pays for babysitting services while working at a tax exempt organization as a volunteer are legitimate deductible expenses. The ruling read that, "The expenses must be directly connected with and solely attributable to the taxpayer's donation of his services; that is, their service must be the cause of incurring the babysitting expense. If the babysitting expenses would have been incurred whether or not the taxpayer rendered the service, no charitable contribution is allowed for such service.[3]

Perhaps all C/C/R Coordinators and their volunteers should take a moment to read the following:

"In recent years, as I have pondered over the vicissitudes of Democracy, it has often occurred to me to wonder what would happen if in the United States, all citizens who work for nothing, who serve as volunteers, were suddenly to "go on strike."

This band of strikers would include all trustees of colleges, universities and private schools; all members of local school boards; all directors of private institutions and agencies; all solicitors for community chests; all lay boards collaborating with public institutions and agencies, all committee members of private institutions and agencies; and that great host of citizens who serve multitudes of educational, welfare, health and recreational organizations in one capacity or another. How large would the total be? I know of no reliable count but the total would certainly fall in the neighborhood of twenty-five to thirty million persons.

---

[3] Excerpt from National Capital Area Voluntary Action Center Newsletter, February 1974.

What would happen if this corps of citizens who labor without pay, who exercise their own free will in choosing the functions they will perform, were to resign their posts, refuse to attend meetings to disengage themselves from all responsibilities?

Officials and professionals would, no doubt, continue to operate their respective institutions and agencies, at least for a time, but they would function in a lonely atmosphere. They would find themselves insulated from the true public and in touch with only that sector of the public which is represented by their constituents and clients. There would no longer be a life-line between their expertness and the experience of the people. The transmission belt which shuttles back and forth between Democracy on the one hand and Science on the other would stand idle. They, the professionals would soon be obliged to devote large amounts of time and energy in securing funds for the maintenance of their work and assurance for their incomes. Public agencies would, I believe, gradually wither and die. And when private institutions no longer exist, Democracy will have committed suicide. Totalitarian bureaucracies or dictatorships will take its place and freedom will disappear altogether.

I wish I knew how to induce volunteers to appreciate the significant role they play in furnishing vitality to the democratic enterprise. They keep Democracy alive. They epitomize freedom and are to our society what the Bill of Rights is to the Constitution which governs us. The health of a democratic society may be measured in terms of the quality of services rendered by citizens who act in "obedience to the unenforceable."[4]

I. ALLEVIATION OF POVERTY (WHAT THE VOLUNTEERS DID)

> *Calhoun*
>
> *The program is making a very definite impact on poverty and a direct one. A primary example to be cited is the removal of four young men from the welfare rolls to the employment rolls through the Sheltered Workshop. The Thrift Shop gives the opportunity to clothe the needy - those who may otherwise go wanting.*

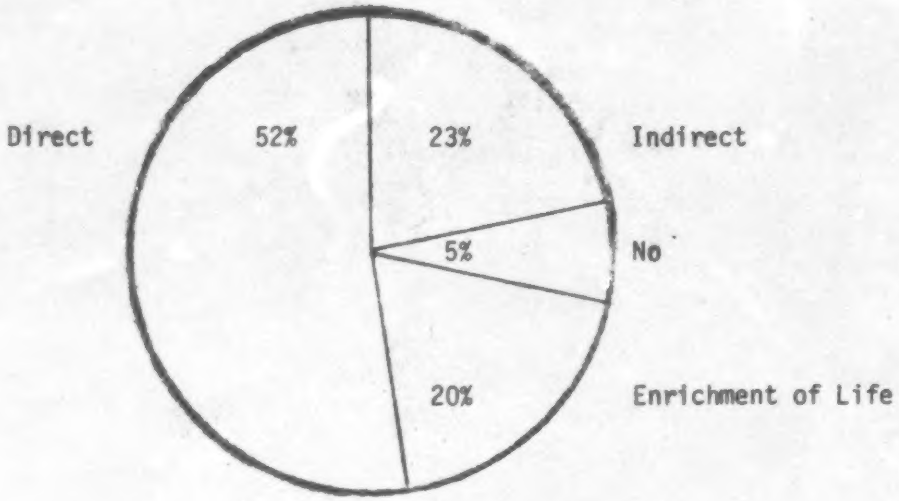
Another measure of the effectiveness of the C/C/R Program is the alleviation of poverty. The results shown on Figure 8 graphically display the numbers of C/C/R programs in which there has been direct service to poverty level families. It is hard to guage the volume of service as programs serve from one to hundreds of recipients.

It is necessary to define the categories used to display the data collected on the question of the contribution of the C/C/R program to the alleviation of poverty.

---

[4] Written for and Presented to The Volunteers Personnel Committee of the Young Women's Christian Association of New York City, 610 Lexington Ave., Third Edition 1952. By Eduard C. Lindeman

FIGURE 8: CONTRIBUTIONS TOWARD THE ALLEVIATION OF POVERTY



CALCULATED ON THE BASIS OF 35 CITIES

Programs contributing to the direct alleviation of poverty place volunteers in private and government agencies providing direct service to the disadvantaged in the community.

Programs and activities providing an indirect contribution to the alleviation of poverty do not provide services that provide money or direct services, but that provide direction and motivation for the disadvantaged to seek a better life. Figures 9 and 10 display some examples of both direct and indirect contributions.

FIGURE 9: DIRECT CONTRIBUTIONS TO THE ALLEVIATION OF POVERTY

- PROGRAMS FOR THE ELDERLY

  Volunteers worked on a one-to-one basis with the disadvantaged or elderly in the community.
  Volunteers provided transportation and food service for nutrition programs for senior citizens.
  Volunteers are rehabilitating the homes of the elderly and the disadvantaged.
  Volunteers assisted in the preparation of tax and rent rebates from the state for senior citizens.
  Volunteers provide home care for home-bound senior citizens.

- PROGRAMS FOR CHILDREN

  Volunteers worked in day care centers for AFDC mothers who attend school or training programs.
  Young people volunteered as tutors for children in children's shelters.
  Volunteers work in Big Brother/Big Sister projects with disadvantaged youth.
  Volunteers provide counseling and assistance to pre-delinquent youth from the disadvantaged community.

- GENERAL

  Volunteers provide assistance to food stamp recipients in completing forms, obtaining food, handling problems related to food stamps.
  Volunteers provide transportation to and from clinics and other medical facilities.
  A C/C/R Program provided sheltered workshop employment for four "unemployable" young men.
  Volunteers assist families in obtaining rent-subsidized housing.
  A volunteer operated "thrift-shop" provides clothing for the disadvantaged.
  Volunteers provide counseling and assistance in consumer advocacy.
  Volunteers grow vegetables and fruits for distribution to disadvantaged families.

FIGURE 10: INDIRECT CONTRIBUTIONS TO THE ALLEVIATION OF POVERTY

High School students involved in work release programs which give them an opportunity to explore career fields and vocations.

Volunteers work in professional positions (occupational therapy, physical therapy) in hospitals enable the patient to receive better care and leave the hospital sooner.

Volunteers provide information and referral services in hospitals and clinics and other agencies.

Volunteers provide services to people in need of physical and mental rehabilitation:

.. teaching stroke/accident victim to care for himself/herself
.. music therapy
.. physical education

Volunteers have researched and compiled resource manuals listing available community resources:

.. agencies providing direct services
.. recreation and entertainment resources for halfway house
.. "free" community activities and the cheapest way to get there

In some cases, the program activities did not contribute to the alleviation of poverty, per se, but on a broader scale contributed to the enrichment of the life of both the recipient and the volunteer. Some example of those activities are listed in Figure 11.

FIGURE 11: ACTIVITIES PROVIDING FOR ENRICHMENT OF LIFE

Volunteers provide classes for prison and jail inmates
.. sewing classes
.. silk screen printing
.. poetry reading
.. drama
.. beauty culture

Volunteers work in day care centers (not directly related to the disadvantaged)

Volunteers assist in planning and providing excursion trips for senior citizens.

Volunteers work as recreation resources at community schools which are opened after hours and on weekends during the winter months.

Volunteers provide services and recreation in nursing homes:
.. coffee hours
.. visiting

Two programs (5%) did not provide any services to the disadvantaged in the community.

Many people had difficulty in discussing the programs in terms of the contribution toward the alleviation of poverty. Not all interviewees could address the question of alleviation of poverty because of individual conception and ideas of "poverty " many responded that they did not provide direct money or jobs for the disadvantaged and were therefore not contributing to the alleviation of poverty. However, in many cases, examples of activities were given which were direct contributions to the alleviation of poverty.

For the individuals who could not relate to the question of alleviation of poverty, it was rephrased to "contributions to the enrichment of life." This facilitated the responses of the individuals which in many cases again were direct or indirect contributions to the alleviation of poverty. Although the C/C/R Program was designed to alleviate poverty, many people could relate to the term enrichment of life more readily.

J. COST BENEFIT

> *Detroit*
>
> *As in most local governments, the Board of Commissioners of Wayne County, in attempting to provide the residents with the same level of service without a dramatic increase in taxes, are looking at the use of volunteers, in an effort to maintain or extend those services.*

The cost benefit data reported by the coordinator is displayed in Figure 12.

FIGURE 12: COST BENEFIT

RECRUITED	PLACED	HOURS	MONETARY VALUE
14,205	6,095	353,927	740,318*

*Rated on a formula basis common to all C/C/R programs.

These figures do not represent the totals for the grant year. They are based on the latest figures available, which range from the second quarterly report to the final figures for some programs. However, these figures do provide foundation for the obvious conclusion, that the C/C/R program has thus far been successful in mobilizing 14,205 volunteers who contributed 343,912 man hours of services that can be conservatively valued at $723,346.

The cost benefit figures are based on the following scale:

• unskilled	$1.60 per hour
• para-professional	$2.80 per hour
• professional	$4.25 per hour

The calculation of the value of services provided is based on the job being done; not on the professional status of the volunteers.

Some programs submitted two sets of figures for the cost benefit. One set calculated at the identified rates and the second set calculated on local wage and salary scales.

> *San Diego*
>
> *"I know of many trained engineers, like myself, who have retired from the aerospace industry, after a lifetime of valuable training, who could contribute their spare time and experience 'gratis' to doctors, surgeons, and hospitals in their vicinity." ---- "What better use of one's retired leisure is there than to make a contribution to reduce human suffering and health-care costs, and incidentally to stay young and enthusiastic as a result of such volunteered efforts?" ----.*

It must be noted that these figures are not final nor complete. Many of the sites reported partial figures and a few of them reported no figures at all. Appendix C contains a list of the figures reported by the 36 sites.

K. INSTITUTIONALIZATION

Institutionalization was fundamental to the development of the program. ACTION resources are too meager to continue the support of this program indefinitely. It was considered necessary that ACTION demonstrate the viability of this approach and then withdraw.

FIGURE 13: INSTITUTIONALIZATION

Definite -	20
Probable -	6
Undetermined -	6
No, but -	2
No -	1

Knoxville

The Program was viewed, "....as a valid Federal expenditure, which put the dollars on the street working for the people." While a representative of the Mayor stated, "Yes. Unqualified yes." The Mayor says, "Definitely yes. Whatever needs exist, we will meet. The city will refund the Program. We're proud of the Program and will brag on it politically."

Figure 13 shows the responses to the question of continuation of funding or institutionalization of the Volunteer Programs Coordinator within the local framework.

Twenty of the programs will definitely continue. This statement is based on the fact that 1) the position has already been made a part of the local government structure, or 2) funds have been committed/allocated for the next fiscal year of operation, whether from the local government, private funds or a combination of public and private funds.

The second category includes six sites that have received support and a commitment from the local government or agencies but the required funds have not been allocated at the present time.

Thus far, six sites are still in an undetermined or "not decided" stage. In most cases, these are relatively new programs (1st and 2nd quarter) and the local officials are waiting to see how the programs succeed before deciding to allocate local monies for continued operation of the program.

Two programs are in the "no, but" category. These programs will probably not continue because money cannot be found to continue them. They are located in very poor sections of the country and cannot be supported by local efforts. Although the current programs have been successful, they cannot continue.

Only one program will be discontinued, because it was not successful in mobilizing volunteers and therefore did not gain local support.

In conclusion, 57% of the C/C/R programs will definitely continue through local efforts. When the programs that will probably continue are added, the total equals 74% of the originally funded programs continuing through local efforts.

V. CONCLUSIONS & RECOMMENDATIONS

V. CONCLUSIONS & RECOMMENDATIONS

A. CONCLUSIONS

In compiling the data presented in this report, the staff of TEAM Associates, Inc. has developed informational sources by designing a comprehensive methodology, conducting personal and telephone interviews and reviewing and analyzing the data collected.

The ultimate objective of this contract was to determine the value of the C/C/R Program to ACTION and to the local government and community.

It is the expressed hope of this firm that the variety of techniques used and personnel sampled in this assessment will lend some factual base to the decisions to be made by ACTION staff concerning the continuation of the C/C/R Volunteer Programs Coordinator Program.

Our conclusions based on our findings are presented below:

- That the C/C/R Programs have a high success factor

  The program can be judged as a success, based on the following data:

  - Interest in the communities as evidenced by interviews with:
    - .. Mayors
    - .. City Officials

- .. Agency Heads
- .. Project (Site) Staff
- .. Volunteers
- .. Recipients

- The number of programs institutionalized:
  - .. 20 definite
  - .. 6 probable
- Alleviation of Poverty:
  - .. one-to-one assistance to disadvantaged and senior citizens
  - .. rehabilitation of homes of poor
  - .. sheltered workshop employment for "unemployables"
  - .. preparation of tax and rent rebates for senior citizens
- Contribution to Volunteerism:
  - .. Professionalism of volunteers
  - .. High skill volunteer opportunities
  - .. All people being able to serve
  - .. Extension of service
  - .. Advocacy of government
  - .. Creative use of students

- That the C/C/R Program has met needs that would otherwise have been unmet.

  Volunteers mobilized and placed through the activities of the C/C/R programs enabled the local government to:

.. extend services

.. keep tax base constant

.. provide professional services as well as, tender loving care

- That Volunteers welcome the opportunity to work in public agencies.

  Volunteers expressed opinions that they were receiving as much from their volunteer service as they were giving. They were learning about the agencies and their work by participation and were more supportive because of their exposure to the real problems and purpose of the agencies.

- That C/C/R has attracted a high calibre person, not previously involved in Volunteerism.

  Not only are volunteer positions at a professional level, but many of the volunteers were professionals:

  .. Engineers
  .. Armed Forces Personnel
  .. Registered Nurses
  .. Medical Doctors
  .. Accountants
  .. College Students
  .. Skilled Craftsmen

- That C/C/R has involved all segments of the population in volunteer activities.

  The concept of people helping people, neighbor helping neighbor, which is central to volunteerism appealed to all segments of the community. Volunteers in the C/C/R program were from all walks of life:

  .. poverty level
  .. recipients of service
  .. males
  .. females
  .. housewives
  .. career women
  .. professionals

- That the C/C/R Programs involved Volunteers of all ages and educational levels.

  Volunteers in the C/C/R programs were of all ages and educational levels. Volunteers ranged in age from junior high school students to senior citizens; in education from junior high school through PhD's. There were volunteer opportunities available at any skill level.

- That the C/C/R Program has worked with and coordinated activities with other ACTION programs.

  The C/C/R Coordinators and staffs have cooperated with other ACTION programs working within the community such as:

    - .. Active Corps of Executives
    - .. Service Corps of Retired Executives
    - .. Volunteers in Service to America
    - .. Retired Senior Volunteer Program
    - .. Foster Grandparents
    - .. University Year for Action

- That C/C/R has assessed needs, coordinated services, acted as a clearinghouse for volunteers and served as a focal point for agency personnel.

  The C/C/R program provided a focal point for volunteerism in the communities. The program became a clearinghouse for volunteers - individuals wishing to volunteer and agencies needing volunteers came to accept the C/C/R program as the place to find volunteers and service opportunities.

- That the one year funding is too short.

  A program funded for only one year does not provide adequate time for planning and development. In many cases, preparation time is necessary for discussions and negotiations with agency personnel before volunteer service opportunities can be identified. Additional time is required to demonstrate a viable program to the community and government officials.

- That the timing of the grant awards did not mesh with local budget preparation activities.

  The initial grants were awarded during the period of March - September, 1973, with some programs becoming operational as late as October. The span of time covered and the actual dates do not coincide with local budget preparations. In some city and county governments, the budgets are approved six months to a year in advance. Therefore, some programs were too late for consideration at the time of the grant award. In most cases, the programs had not been operational long enough to establish a "track" record and thereby justify inclusion in the budget.

- That ACTION did not provide technical assistance to the programs needing such assistance.

  While it is understood that self-reliance on the part of the local government was one objective of the C/C/R program; some programs needed technical assistance which was not provided by ACTION due to lack of sufficient staff. Some programs managed quite effectively without assistance, however, many of the programs needed guidance and did not receive it.

- That there was little or no involvement with ACTION regional offices.

  With the exception of Regions 8 and 10, there was very little involvement by ACTION regional office staff in the C/C/R programs. The regional directors were involved in Regions 8 and 10 and the state ACTION office in Michigan was involved. In other regions, the C/C/R program coordinators had not been contacted in any way by ACTION personnel. In some cases, the C/C/R staff had attempted to establish a relationship with the regional office but received no response to requests and letters.

- That program identification with ACTION was lost when the C/C/R was in a VAC.

  C/C/R programs that were placed in a VAC, became identified with the VAC as opposed to ACTION. In many cases, there was little or no reference to ACTION or C/C/R even though the C/C/R Coordinator was the one doing the work on the project.

B. RECOMMENDATIONS

The recommendations presented at this time are based on the supporting data collected from the C/C/R Coordinators and staff members who participated in this study.

- That the C/C/R Program should be continued.

  The C/C/R programs funded by ACTION have provided for the demonstration that local government units can and will support voluntary placement and utilization in the local government. However, local resources are not available for the initial start-up support. The continuation of C/C/R is essential if other city and county governments are to become actively involved in expanding the placement of volunteers on the local level.

- That the program title should be changed.

  If the C/C/R program is to be continued, the title should be changed to one that is more easily recognized and identified with ACTION. Many people expressed difficulty in identifying with and remembering the title "City/County/Regional Government Volunteer Programs Coordinator Program," on the local level it was usually referrred to as the coordinator's program; i.e., "Pat's program," "John's program."

- That consideration should be given to extending the grant period to 18 months at the same dollar value.

  The value of the grants would remain the same and the local government should (could) have the option of operating the program for 12 or 18 months, depending on the local circumstances.

- That consideration should be given to increasing the group C grants (10,000) to small cities and counties.

  In the small grants, the major portion of the funds is allocated for the coordinator's salary which leaves very little for additional expenses. The small grants tend to go to the small communities, frequently the area to be covered by the program is greater than in large cities.

- That consideration should be given to placing a VISTA volunteer in the C/C/R office.

  A VISTA volunteer placed in the C/C/R office as an assistant coordinator would extend the services of the program by providing additional manpower within the program. This would be especially significant in the small and medium grant programs.

- That ACTION Regional offices should be more involved in the C/C/R programs.

  Efforts should be extended to involve the Regional offices in the C/C/R program and to maintain continued interest throughout the life of the program, in order to increase the coordination and impact of the program.

- That technical assistance should be provided to all new grantees.

  Technical assistance during the start-up phase of the programs should be provided for all grantees. Additional assistance should be available on an "as needed" basis for the length of the grant.

- That consideration should be given to a C/C/R newsletter.

  A regularly published newsletter containing "swap" information should be printed and circulated among the grantees. This would provide an opportunity for communication between programs. It would also be a media for ACTION to circulate pertinent data to all projects.

- That all new grantees should benefit from the experience of previous grantees.

  A forum should be provided for new grantees to receive an orientation to the C/C/R program; receive information from previous grantees and begin to work on program plans for their own projects. The proposed conference using the program models and a "how-to" manual seems to be the most appropriate and beneficial method.

- That the cost benefit base formula should be changed

  The cost benefit base formula should be increased to keep it in line with the increased minimum wage.

APPENDIX A

C/C/R SITES EVALUATED

APPENDIX A

C/C/R Sites Evaluated

Philadelphia, Pennsylvania
Ms. Sally Hardy
429 City Hall Annex
Philadelphia, Pennsylvania

Plainfield, New Jersey
Mr. Robert L. Jackson
Personnel Assistant
Volunteer Programs Coordinator
Division of Personnel
City Hall
515 Watchung Avenue
Plainfield, New Jersey 07060

New York City, New York
Ms. Deborah Sale
Mayor's Office of Administration
250 Broadway
New York City, New York 10007

Nassau County, New York
Ms. Phi Fleer
Coordinator of Volunteer Services
Unit of Career Planning
1 Old Country Road
Carle Place, New York 11514

Boston, Massachusetts
Mr. Frank E. Crossen, Director
Volunteer Coordinating Program
Room 706, City Hall
Boston, Massachusetts 02201

Albany, New York
Mr. Meldon J. Wolfgang
Volunteer Programs Coordinator
Office of Manpower Planning
City Hall
Albany, New York 12207

Tacoma, Washington
Ms. Jeanne Clegg
Volunteer Services Coordinator
City of Tacoma
Department of Human Development
911 Tacoma Avenue South
Tacoma, Washington 98402

Great Falls, Montana
Ms. Virginia Wieck
City of Great Falls
Voluntary Action Center
Civic Center Building
P.O. Box 1105
Great Falls, Montana 59401

Shreveport, Louisiana
Ms. William C. Gilmer
Executive Director
Caddo-Bossier Volunteer Services Bureau
Voluntary Action Center
P.O. Box 141
1702 Irving Place
Shreveport, Louisiana 71161

Champaign County, Illinois
Ms. Patricia Chapel, Director
Voluntary Action Center of
Champaign County
104 Bennett
Urbana, Illinois 61801

Norwich, Connecticut
Ms. Doris Moore
Voluntary Action Center
1 Thomas Plaza
Norwich, Connecticut 06360

Stamford, Connecticut
Ms. Betsy Rich
62 Palmer Hill Rd.
Stamford, Connecticut

Monroe County, New York
Ms. May Phelesof
County of Monroe
Department of Social Services
111 West Fall Rd.
Rochester, New York 14620

Knoxville, Tennessee
Ms. Pat Clemons
Office of Voluntary Action
City Hall Park
Knoxville, Tennessee 37902

Jacksonville, Florida
Ms. Josie Rumrell & Ms. Dot Fanning
Volunteer Programs Coordinator Program
604 Julia Avenue
Jacksonville, Florida 32202

Wayne County, Michigan
Ms. Anne DuConge
735 Randolph Street #1001
Detroit, Michigan

Toledo, Ohio
Mr. William Hinkle
1 Stranahan Square
Toledo, Ohio

Dayton, Ohio
Ms. Rosie Lynch
Division of Youth and Manpower
Suite 205 Centre City Office Bldg.
40 South Main Street
Dayton, Ohio 45402

State of Arkansas
Ms. Janette Rogers
Hendrix Hall #154
P.O. Box 1766
Little Rock, Arkansas

Denver, Colorado
Ms. Joyce Mullan
Commission on Community Relations
Suite 500 Zook Building
431 West Colfax Avenue
Denver, Colorado

Multnomah County, Oregon
Mr. Robert "Buzz" Willits
Department of Administrative Services
Room 270-A Multanomah County Courthouse
1021 S. W. 4th Avenue
Portland, Oregon 97204

San Diego, California
Mr. Thomas East
Senior Citizen Section
Department of Human Resources
202 C Street
San Diego, California 92101

Greenville, South Carolina
Ms. Carolyn Vinson
City Hall
214 South Main Street
Greenville, South Carolina 29602

Newton, Massachusetts
Ms. Karen Ronnie-Adler
Department of Human Resources
Newton City Hall
1000 Commonwealth Avenue
Newton, Massachusetts

Somerville, Massachusetts
Ms. Fran Caruso
Main Library
Highland Avenue
Somerville, Massachusetts

Union County, New Jersey
Mr. Larry Lockhart
Union County Voluntary Action Center
94 Bayway Avenue
Elizabeth, New Jersey
07202

Sebastian County, Arkansas
Ms. Mary Ellen Jesson, Director
Voluntary Action Center
P.O. Box 3572
Fort Smith, Arkansas 72901

McAlester, Oklahoma
Ms. Dorothy I. Howell, Director
Voluntary Action Center/
Volunteer Programs Coordinator
115½ North First Street
McAlester, Oklahoma 74501

Texarkana, Arkansas
Ms. Latrica Rayfield
Community Services Department
City of Texarkana
209 East 15th Street
Texarkana, Arkansas

Council of Governments, Idaho
Ms. Billinell Croly
Southeast Idaho Council of Governments
Box 4169
Pocatello, Idaho 83201

Billings, Montana
Ms. Shirley Scheeler
City of Billings
Commission for Community Affairs
P.O. Box 1118
Billings, Montana 59101

Baldwin Park, California
Mr. James S. Mocalis, City Manager
City of Baldwin Park
14403 East Pacific Avenue
Baldwin Park, California 91706

Yakima, Washington
Mr. Leo Seguel, Director
Voluntary Action Center
Room 200, County Courthouse
Yakima, Washington 98901

Gordon County, Georgia
Ms. Beth H. Bennett, Executive Director
Voluntary Action Center
P.O. Box 115
College & 6th Street
Calhoun, Georgia

Brevard County, Florida
Ms. LaVerne M. Lasobeck, Director
Voluntary Action Center
1712 East Merritt Island Causeway
Merritt Island, Florida 32952

Gainesville/Alachua County, Florida
Ms. Joy LaCoe
502 N.W. 16th Avenue
Gainesville, Florida

Site visits were not made to Hawaii and the Virgin Islands.

APPENDIX B

RECORD KEEPING SYSTEM FORMS

APPENDIX B

1. SAMPLES OF AGENCY SURVEY QUESTIONNAIRES

VOLUNTARY ACTION CENTER
FORT SMITH, ARKANSAS

SURVEY

COMMUNITY AGENCIES AND ORGANIZATIONS INVOLVING VOLUNTEERS

AGENCY OR ORGANIZATION ______________________________ PHONE __________

ADDRESS ____
Street City State Zip Code

EXECUTIVE DIRECTOR ______________________________

VOLUNTEER COORDINATOR OR CONTACT PERSON ______________________________

---

1. Give concise statement of program, purpose, service provided:

3. In what other ways would you like to involve volunteers if recruitment, orientation and other helps could be provided through a cooperative community service?

2. Describe volunteer involvement (specify functions and number of *active* volunteers in each function as of a specific date):

4. Comments (information that will assist the volunteer center in providing service that will help you):

Return to:

Mrs. John Thiele
2700 So. Houston
Fort Smith, Arkansas
72901

Information supplied by:

____
(signed)

____
date

ACTION

SAN DIEGO VOLUNTEER COORDINATION PROGRAM

SURVEY OF COMMUNITY SERVICE ORGANIZATIONS UTILIZING VOLUNTEERS

1. NAME OF ORGANIZATION ______________________________

ADDRESS ______________________________ ZIP CODE ________

______________________________ PHONE ________

2. NAME OF VOLUNTEER COORDINATOR ______________________________

3. DESCRIPTION OF YOUR ORGANIZATION AND TYPE OF SERVICE RENDERED TO COMMUNITY

____

____

____

4.

ORGANIZATION & PROGRAM SURVEY DATA OF VOLUNTEERS (DURING PAST 3 MONTHS)	NUMBER OF VOLUNTEERS ON HAND	NUMBER OF PEOPLE SERVED	ESTIMATED NUMBER OF VOLUNTEERS NEEDED
SENIOR CITIZENS SERVICE			
ADULT/YOUTH SERVICE			
PRE SCHOOL/CHILD CARE			
FAMILY SERVICES/COUNSELING			
ENTERTAINMENT			
TELEPHONE REASSURANCE			
TRANSPORTATION/FOOD			
HEALTH AGENCY/HUMAN CARE			
OTHER ________			
________			
________			

5. (a) DOES YOUR ORGANIZATION RECEIVE VOLUNTEERS FROM OTHER VOLUNTEER ORGANIZATIONS?

YES ☐ NO ☐

(b) IF ANSWER IS YES, NAME OF ORGANIZATION ______________________________

6. DO YOU PROVIDE TRANSPORTATION REIMBURSEMENT FOR YOUR VOLUNTEERS?

YES ☐ NO ☐

PLEASE RETURN TO SENIOR CITIZEN SECTION ON OR BEFORE MARCH 30, 1974.

CITY ADMINISTRATION BUILDING
COMMUNITY CONCOURSE • 202 C STREET
SAN DIEGO • CALIFORNIA 92101

Appendix B.1
Page 2 of 2

APPENDIX B

2. SAMPLE AGENCY REQUESTS

DATE	NAME OF VOLUNTEER	ASSIGNMENT	ACCEPTED YES - NO	EVALUATION

VOLUNTEER JACKSONVILLE, INC.
AGENCY REQUEST FOR VOLUNTEERS

Date Rec'd._________Job Desc.__________

VOLUNTEER JOB CATEGORY:

VOLUNTEERS NEEDED: (NUMBER)__________

Agency or Organization__________________________________
(if large organization, specify dept., division, or unit)

Address____
(street) neighborhood) (city) (zip)

Volunteer coordinator
Contact person_________________________________Phone__________

Description:____
(job location if other than agency location-brief description)

Skills, talents, education desired__________________________________

Time needed____
(specify day or week and hours)

Length of Assignment: Permanent (Yr.rd.)__Temporary__(indicate period)
summer only__special project__seasonal(gice dates)__________
AGE PREFERENCE: Under 16__16-20__Adult__Senior Adult__No preference__________
Supportive services: Orientation__transp.___meals___Other__________

AGENCY REQUEST FOR VOLUNTEERS

Return to: Shirley A. Scheeler, ACTION
City Hall
P.O. Box 1178
Billings, Montana 59103

Date____________________

AGENCY____PHONE__________

ADDRESS____

DIRECTOR____

CONTACT PERSON FOR VOLUNTEERS___________________________________

JOB DESCRIPTION____

____

ESSENTIAL SKILLS OR TRAINING NEEDED:_____________________________

____

DOES THE AGENCY PROVIDE ORIENTATION AND/OR TRAINING? PLEASE SPECIFY:

____

FREQUENCY OF WORK:____

NUMBER OF VOLUNTEERS NEEDED:______________BY WHEN:______________

NUMBERS OF HOURS PER WEEK PER VOLUNTEER:__________________________

WOULD YOUR AGENCY BE INTERESTED IN A TEEN VOLUNTEER PROGRAM?________

If no, would you tell us why?_____________________________________

____MINIMUM AGE__________

NUMBER OF VOLUNTEERS CURRENTLY IN YOUR PROGRAM___________IS THIS AN

INCREASE OR DECREASE OVER THE PAST YEAR?__________________________

APPROXIMATE NUMBER OF HOURS LAST YEAR?___________________________

DOES YOUR INSURANCE COVER VOLUNTEERS?____________________________

IS AGENCY AN INDEPENDENT ORGANIZATION?______________OR AN AFFILIAT

OF OTHER ORGANIZATION?____

FUNDING SOURCES?____

HIGH SCHOOL VOLUNTEER PROGRAM

Office of the Mayor
250 Broadway Room 1413
New York, New York 10007

REQUEST FOR HIGH SCHOOL VOLUNTEER

Appendix B.2
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Agency

Name of Center

Work Location Address

Phone

Supervisor

Title

Phone

Describe briefly the nature of the work performed by the center.

Describe project for which volunteer is sought.

Other information which might be useful. i.e. Minimum amount of hours per week/day that volunteer is required to work, special skills required, etc.

	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday	
Work Schedule	From	To	From	To	From	To	From	To	From	To	From	To	From	To

APPENDIX B

3. SAMPLE OF VOLUNTEER JOB DESCRIPTIONS

MILE HIGH UNITED WAY
DEPARTMENT OF COMMUNITY SERVICES
VOLUNTEER ~~BUREAU~~

1375 Delaware Street
Denver, Colorado 80204

Room 005
573-6666

Volunteer Job Description

Agency: ______________________________ County: ____________

Address: ______________________________ Phone: ____________

City: ______________________________ Zip: ____________

Purpose of Agency: ______________________________

____

____

____

Job Title: ______________________________

Job Description ______________________________

____

____

____

Time Required:

No. Hours Weekly: ____________ Length of Committment: ____________

Day: ____________ Evening ____________ Weekend ____________

Training Provided: ______________________________

Supervision: ______________________________

Age: ____________ Sex: ____________ Automobile: ____________

Other: ______________________________

Nearest Public Transportation: ______________________________

Available Parking: ______________________________

MILE HIGH UNITED WAY
DEPARTMENT OF COMMUNITY SERVICES
VOLUNTEER BUREAU

1375 Delaware
Denver, Colorado 80204

Room 005
573-5666

Group Project Description

Agency: ______________________ County: ______________

Address: ______________________ Phone: ______________

____

Purpose of Agency: ______________________

____

Project Title: ______________________

Project Description: ______________________

____

____

____

____

____

____

One-Time Project: ______________ On-Going Project: ______________

______________ No. of Hours Weekly: ______________

______________ Length of Commitment: ______________

Orientation and Coordination: ______________________

____

____

Special Qualifications for Volunteers: ______________________

Minimum Age: ______________ Other: ______________

____

____

Date of Listing: ______________

MILE HIGH UNITED WAY
COMMUNITY SERVICES DEPT.
VOLUNTEER BUREAU

AMERICAN RED CROSS
MILE HIGH CHAPTER
OFFICE OF VOLUNTEERS

Youth Volunteer Opportunity

Agency ____________________ County ____________

Address ____________________ Phone ____________

____

Contact Person ____________ Title ____________

Purpose of Agency ____________________

____

____

Job title (s) ____________________

Job description (s) ____________________

____

____

____

Year Round ____________ Summer Only ____________

Maximum volunteers needed ____________ Do not refer after ____________

Times needed ____________________

Age limits ____________________

Training provided ____________________

____

Cooperative training? ____________________

Supervision provided ____________________

Special qualifications ____________________

Date of listing ____________ Worker ____________

APPENDIX B

4. SAMPLE VOLUNTEER APPLICATION FORMS

VOLUNTARY ACTION CENTER
Stamford, Connecticut

VOLUNTEER REGISTRATION (confidential)

NAME (last) (first) (middle) M F

HOME PHONE

AGE

Exact if under 18 ....

19-21 ☐

22-64 ☐

65 + ☐

ADDRESS (street) (city) (state) (zip)

BUSINESS PHONE

IF EMPLOYED, OCCUPATION AND EMPLOYER

EDUCATIONAL LEVEL REACHED

LANGUAGES SPOKEN FLUENTLY

SPECIAL SKILLS

CHOICE OF VOLUNTEER SERVICE

Are you available for special assignments? Yes ☐ No ☐

Are you willing to take training? Yes ☐ No ☐

PREVIOUS VOLUNTEER EXPERIENCE

OTHER WORK EXPERIENCE

TRANSPORTATION

Automobile available ☐ When? ....

Public transportation only ☐

Driver's license Yes ☐ No ☐

AREA OF INTEREST (if applicable)

☐ Pre-school

☐ School-age

☐ Teenagers

☐ Adults

☐ Seniors

☐ Handicapped

Specific category of handicapped ....

TIME AVAILABLE FOR VOLUNTEERING (state hours)

Monday ....

Tuesday ....

Wednesday ....

Thursday ....

Friday ....

Saturday ....

Sunday ....

ADDITIONAL INFORMATION THAT WILL HELP CENTER IN MAKING REFERRAL

GEOGRAPHIC AREA PREFERENCE (if any)

HOW DID YOU HEAR OF VAC?

Newspaper ☐

Radio ☐

Television ☐

Friend ☐

Other ....

INTERVIEWER

DATE

Appendix B.4
Page 1 of 4

Interviewer's general impressions concerning manner, poise, interest, etc.	Comments concerning physical ability, limitations, etc.

References (personal and/or volunteer experience)

	Name	Address	Phone	Comments
1.				
2.				

REFERRALS

Date	Called by	Agency	Job	Placed	Comments

112

111

VOLUNTARY ACTION CENTER APPLICATION

Name ____________________ Date ________

Street Address ____________________ Home Tel. ________

Town ____________________ Bus. Tel. ________

Work Experience: Age ________

Job Title or Description	Place	Dates

Volunteer Experience:

Job Title or Experience	Agency Place	Dates

Education: 8th Grade_ High School_ College_ Graduate School_ Other_

Any Special Disabilities: ____________________

Interests and Volunteer Work Preferences:

Infants_ Pre-Schoolers_ School Children_ Teenagers_ Adults_ Elderly_ Hospitals_ Nursing_ Mentally Retarded_ Emotionally Disturbed_ Physically Disabled_ Arts and Crafts_ Recreation_ Sports_ Drama and Dance_ Music_ Carpentry_ Woodworking_ Mechanics_ Child Care_ Driving_ Telephoning_ Public Speaking_ Writing_ Typing_ Clerical_ Teaching_ Receptionist_ Meal Preparation_ Companionship_ Homemaking_ Fund Raising_ Interviewing_ Bloodmobile_ Photography_ Audio Visuals_ Retail Clerk_ Library_ Ecology_.

Special Interests and Skills:

____

____

Work Location Preferred: ____________________

Hours and Days Available for Volunteer Work: ____________________

____

How did you learn about VAC? Newspaper_ T.V._ Radio_ Friends_ Other_

I will make a commitment of my time:

3 months_ 6 months_ 1 year_

Appendix B.4
Page 3 of 4

STUDENT VOLUNTEER REGISTRATION

City of Dayton's Office of Voluntarism
40 S. Main St., Suite 205, Dayton, Ohio 45402
Phone: 225-5471

NAME ____
Last (please print) First Middle

ADDRESS ____________________ ZIP CODE ______ TELEPHONE __________

DATE OF BIRTH ________ AGE NOW _____ PARENT'S NAMES ______________

SCHOOL ____

FUTURE CAREER INTERESTS ______________________________

SPECIAL INTERESTS & SKILLS ____________________________

WHAT FUTURE EDUCATION AND SCHOOL, IF ANY, HAVE YOU CONSIDERED? __________

____

WHAT ORGANIZATIONS DO YOU NOW BELONG TO? (SCOUTS, CHURCH, SCHOOL, SOCIAL)

____

PREVIOUS PAID JOB OR VOLUNTEER EXPERIENCE ______________________

____

KIND OF VOLUNTEER WORK PREFERRED ______________________

AGENCY PREFERRED ____________________ SECOND CHOICE ______________

TIME AVAILABLE FOR VOLUNTEER WORK ________ DAYS ________ HOURS ______

Designate number of weeks or months ______________________

DO YOUR PARENTS AGREE WITH YOUR VOLUNTEERING YOUR SERVICES? __________

HEALTH GOOD? ________ LIMITATIONS ______________________

REFERENCES: (SCHOOL COUNSELOR AND ONE OTHER) ______________________

____

Will you receive credit for the work you do? ______________________

Will a report be needed? ____________ TO WHOM? ______________________

- -

FOR VOLUNTEER DIRECTOR: APPLICATION DATE __________

SIGNMENTS: STARTING DATE __________

TRANSPORTATION __________

APPENDIX B

5. SAMPLE ATTITUDE SURVEYS

HIGH SCHOOL VOLUNTEER PROGRAM OPINION SURVEY

Please Circle One:

Age: 13 14 15 16 17 18 19 20

Sex: M F

Year in School: Freshman Sophomore Junior Senior

- -

1. Do you have an interest in any specific field?
   Which Field? ______________________________

2. Is this the field in which you chose to volunteer?
   If not, in which field did you volunteer?

3. Why did you decide to volunteer?

4. Have you ever volunteered before?

5. If you have volunteered before, what did you do?

6. Do you feel the High School Volunteer Program explained what to expect on your volunteer job?

7. Are you looking forward to this volunteer job?

8. Do you feel you are going to be able to help people in your volunteer job?

9. Have you worked in this field before?

10. Do you have any future career plans?

11. Does this placement fit in with your career plans?

12. Will this job relate to your classroom work?

13. Will you discuss your volunteer job with a teacher or counselor?

14. Will you receive any academic credit for voluntering?

15. Will your school require regular discussions as part of your volunteer program?

16. How will the credit you are going to receive for your volunteer work determined?

17. Do you expect this volunteer job to have any effect on your grades?

18. Would you like to work closely with your supervisor?

19. Would you like to work alone?

20. Would you rather work with a group?

21. Do you think this job will teach you anything which will be helpful to you in the future?

22. Have you spoken to other students about volunteering?

23. Do you feel you will be able to do what you would like to do on the job after speaking with your supervisor?

APPENDIX B

6. SAMPLE REFERRAL FORMS

Given to prospective volunteer at end of interview

YAKIMA VOLUNTARY ACTION CENTER
Room 200, County Courthouse, Yakima, Washington 98901
(509) 457-4632 or 453-6315

Volunteer Referral Card

To:

Volunteer Coordinator ______________________________

Agency/Department ______________________________

Address ______________________________ Phone __________

The following person is being referred to you:

Volunteer's Name ______________________________

Address ______________________________ Phone __________

Interested In ______________________________

Appointment Date/Time ______________________________

NOTICE OF REFERRAL

TO: DATE:

FROM: Voluntary Action Center

A staff person with ________________________ will contact you in a few days for an appointment. Please telephone us (785-1081 or 785-2141) if you have not heard from them by ________________.

Please complete attached form and return to the Center about two weeks after you begin your volunteer assignment. We want to know your progress. If you are not accepting an assignment with this organization, return the card sooner. Telephone us if you have further questions or wish an appointment with another organization.

Our best wishes to you for a satisfying volunteer experience.

Voluntary Action Center
P. O. Box 3572
Ft. Smith, Ark. 72901

____

------------------------------detach here------------------------------

Voluntary Action Center
P. O. Box 3572
Ft. Smith, Ark. 72901
785-1081/785-2141

REFERRAL REPORT

TO: Voluntary Action Center FROM: ________________

RE: ________________ DATE: ________________

____ I have begun my volunteer assignment and am enjoying it.

____ I did not become a volunteer because ________________

____

____ I am not available for volunteering now.

____ I enjoy my volunteer job and would like another assignment as well.

____ I would like another assignment instead of this one.

COMMENTS: (Please offer any suggestions that will help the Center do a better job of referring volunteers.)

____

Placement Determination Card

Volunteer________________________________ Date______________

Interested in____

( ) Coordinator will contact volunteer for appointment

( ) Appointment made by YVAC

****

( ) Volunteer didn't keep appointment

( ) Volunteer was not acceptable

( ) Volunteer withdrew interest after appointment

( ) Volunteer was placed

Date volunteer will start services or training______________

Interviewer's name______________________________________

Comments:

-____

Appendix B.6
Page 3 of 3

APPENDIX B

7. SAMPLE FOLLOW-UP FORMS

a. Activity Logs

MONTH__________

DAILY INTAKE LOG

VOLUNTEER JACKSONVILLE, INC.

DATE	INTER-VIEWER	NAME	CLASS	REFER SOURCE	VOL. CONTACT METHOD				INTERVIEW			REFERRED TO	CATEGORY	PENDING REF.	FILED
					TELE	WALK	MAIL	MOBILE	OFFICE	TELE	MOBILE				

Appendix B.7.a
Page 1 of 2

MONTH ____________

FOLLOW-UP LOG

VOLUNTEER JACKSONVILLE, INC.

Appendix B.7.a
Page 2 of 2

DATE	INTER-VIEWER	NAME	FILED	PLACEMENT	CATEGORY	TOTAL MO.HRS.	PLACEMENT PENDING	NEW REFERRAL	DROP OUT	WITH-DRAWAL

APPENDIX B

7. b. SAMPLE REPLY FORMS

Name ______________________________ Tel. No. __________

Address ____
No. Street City Zip

Have you been contacted by an agency to perform volunteer work?

Yes _____ No _____ If yes, which agency? ____________________

____

Are you, or have you worked as a volunteer for the above agency?

Yes _____ No _____ If yes, how many hours per week? __________

If no, are you still interested in becoming a volunteer?

Yes _____ No _____ For questions or comments, please call

Knoxville's Office of Voluntary Action at 524-1444

APPENDIX B

7. c. SAMPLE SITE-VISIT REPORTS

Voluntary Action Center
502 N.W. 16th Ave., Suite 4
Gainesville, Florida 32604

STAFF VISIT TO AGENCY

Visiting Staff Person ______________________________ Date of Visit ________

Organization ____

Address ____
Street City State Zip Code

Executive Director ______________________ Phone __________

Person Interviewed (name and title) ______________________________

Indicate how to reach by auto (mileage) and/or public transportation (cost):

BACKGROUND INFORMATION—Describe:

Facilities (size, etc.)

Nature of community

Geographic area served

Funding source ______________________ No. of active Volunteers ________

ACTIVITIES—Describe program, functions of volunteers (estimate numbers of each), out-of-pocket costs (any reimbursement possible), training offered :

EVALUATION (interviewer's personal reactions)—Consider physical environment, social environment, programs observed and other information that will help staff in making referrals to this organization:

APPENDIX B

7. d. SAMPLE TIME SHEETS

ELIZABETH, NEW JERSEY 07202

353-7184

VOLUNTEER TIME SHEET

MONTH ______________________ NAME ______________________________

DAY OF MONTH	NUMBER OF HOURS	FOR OFFICE USE ONLY	DAY OF MONTH	NUMBER OF HOURS	FOR OFFICE USE ONLY
[illegible]			17		
[illegible]			18		
[illegible]			19		
[illegible]			20		
[illegible]			21		
[illegible]			22		
[illegible]			23		
[illegible]			24		
[illegible]			25		
[illegible]			26		
[illegible]			27		
[illegible]			28		
[illegible]			29		
[illegible]			30		
[illegible]			31		
[illegible]			TOTAL HOURS FOR MONTH		

FOR OFFICE USE ONLY

PLEASE RETURN TO THE ABOVE ADDRESS
AT THE END OF EACH MONTH.

REMEMBER--"WE NEED YOU".

____
JOB TITLE

____
LOCATION OF SERVICE

APPENDIX B

7. e. SAMPLE EVALUATION FORMS

CITY OF DAYTON'S OFFICE OF VOLUNTARISM

Volunteer Evaluation
(To Be Completed by Participating Volunteer)

NAME ____
Last (Please Print) First Middle

SCHOOL ____

AGENCY ____

LENGTH OF SERVICE ________________ TO ________________

JOB TITLE OR DESCRIPTION ____________________________

Directions:

This evaluation is a tool designed to provide information and advice to the Office of Voluntarism on how we can improve our program of youth voluntarism. We ask that you rank each statement as truthfully as possible. Circle "0" for the lowest or poorest rank and "4" for the highest or best.

1. The school was very cooperative in involving me in volunteer work. 0 1 2 3 4
2. The job description I selected explained my job very well. 0 1 2 3 4
3. The orientation made it clear to me what would be expected of me as a volunteer. 0 1 2 3 4
4. The interviewer was enthusiastic and seemed to know what he/she was doing. 0 1 2 3 4
5. I was placed in an agency in adequate time and didn't have to wait long to begin working. 0 1 2 3 4
6. The agency people acted as though they wanted me to work as a volunteer with them. 0 1 2 3 4
7. The training prepared me for the job I was going to do. 0 1 2 3 4
8. I knew the goals of the agency and understood my part in meeting those goals. 0 1 2 3 4
9. I feel that I have been important in meeting the goals of the agency. 0 1 2 3 4
10. The agency scheduled me for the hours that I requested. 0 1 2 3 4

ON-THE-JOB FOLLOW-UP

To: ______________________________ From: Voluntary Action Center

______________________________ Date: ____________________

According to our records, ______________________________ has been volunteering with your organization since ____________________.

Will you please return the interim progress report (below). Or, if you prefer, telephone 785-1081.

We welcome suggestions that will help us do a better job in referring volunteers. Let us know, too, when you need additional volunteers.

VOLUNTARY ACTION CENTER
P. O. Box 3572
785-1081

____
staff member

==

VOLUNTARY ACTION CENTER
P. O. Box 3572
Fort Smith, Ark. 72901
785-1081

INTERIM REPORT

To: Voluntary Action Center From: ______________________________

Date: ____________________ ______________________________

Yes, ______________________________ has been volunteering as

____.

☐ Progress is satisfactory.

☐ Progress more satisfactory than we expected.

☐ Progress less satisfactory than we expected because

____.

COMMENTS:

11. The agency was consistent in maintaining a schedule which fit my needs. 0 1 2 3 4

12. I was faithful in working the hours I was asked to work at the agency. 0 1 2 3 4

13. I learned something worthwhile as a volunteer. 0 1 2 3 4

14. I feel that I made a contribution to the people with whom I worked at the agency. 0 1 2 3 4

15. I feel I had responsibility on my job. 0 1 2 3 4

16. I feel I was accepted by the people I worked with at the agency. 0 1 2 3 4

17. It was not a waste of my time. 0 1 2 3 4

18. The agency used my skills effectively. 0 1 2 3 4

19. I found that I had to develop new skills. 0 1 2 3 4

20. My interest is now as high as it was when I first applied to do volunteer work. 0 1 2 3 4

21. Volunteer work has assisted me in making a career choice. (Circle One) Yes No

APPENDIX C

COST BENEFIT

APPENDIX C

COST BENEFIT

RECRUITED	PLACED	HOURS	$
547	-	-	4,392
78	21	353	959
297	-	4,992	13,939
125	-	1,368	2,500
-	96	76	202
20	-	-	-
-	436	2,300	7,911
75	75	-	-
125	120	-	-
86	42	1,021	2,797
206	206	16,186	43,422*
226	226	8,402	18,126
206	174	5,979	19,695
-	-	4,963	12,002
-	426	-	-
96	96	996	3,598
603	603	2,145	7,159
538	500	4,401	13,048
319	170	2,862	6,794
-	-	-	-
-	-	-	-
-	-	-	-
1,800	1,800	180,000	288,000
750	-	-	-
250	125	5,088	26,190
24	24	-	-
-	-	-	-
3,500	-	-	-
-	173	954	2,461
350	330	5,624	16,153
125	125	-	-
-	61	6,222	45,290
373	140	3,361	8,850
3,399	-	77,581	157,023
132	126	2,350	6,806

*Volunteer hours calculated at local wage scales equals $57,421.75

APPENDIX D

INSTITUTIONALIZATION

APPENDIX D

Institutionalization

City	Commitment
Knoxville, Tennessee	The city will refund the program.
Jacksonville, Florida	The VAC will pick up one coordinator position; the city will try to pick up the other.
Portland, Oregon	Board of Commissioners will pick up funding; city will provide one staff.
Albany, New York	The Volunteer Coordinator is part of the Department of Human Resources.
Greenville, South Carolina	The position will be picked up by the city.
Newton, Mass.	Budget line item approved for Assistant Director of Human Resources to work with volunteers.
Union County, New Jersey	Will continue with county or United Way support.
Sebastian Co., Arkansas	Will continue through a combination of public and private funds: Junior League, Whirlpool, John Rogers Engineering.
Texarkana, Arkansas	Program will continue under some guise.
Pocatello, Idaho	Some money has been allocated, the rest will have to be found.
Baldwin Park, California	The program will continue.
Tacoma, Washington	The position is a part of the government structure; it is a civil service classification.

CE 008 680

City	Commitment
Great Falls, Montana	Funding has been continued through Dec.; multiple-funding is expected to be continued.
Champaigne, Illinois	The program will continue with local support.
Norwich, Connecticut	City manager recommends $2,000 in the City Budget; the Episcopal diocese allocated $1,500; $5,000 provided from revenue sharing funds; hope for additional funds from U.W.
Stamford, Connecticut	The VAC has been approved to become a member of United Way; budget allocation has not been determined.
Calhoun, Georgia	There is overwhelming support; the program will be funded next year.
Gainesville, Georgia	The county has allocated funds for continuation at expiration of the grant.
New York City, New York	The program will be picked up in FY'75 as a part of the New York City Urban Corps.
Nassau Co., New York	The program will continue, although the level of funding will probably be less.
Little Rock, Arkansas	State Planning Unit is seeking funds for continuation of the program.